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ABSTRACT

This publication contains lists of job responsibilities and related competencies needed by Georgia's vocational education administrators. Competency lists are provided for local system director or Cooperative Educational Service Agency (CESA) coordinator, vocational high school supervisor, postsecondary area school director, postsecondary adult coordinator, and postsecondary instructional coordinator. For each type of administrator, competencies are grouped under these nine job responsibilities: (1) program planning, development, and evaluation; (2) instructional management; (3) student services; (4) personnel management; (5) staff development; (6) professional relations and self-development; (7) school-community relations; (8) facilities and equipment management; and (9) business and financial management. (YLB)

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COMPETENCY LIST FOR VOCATIONAL ADMINISTRATORS IN GEORGIA

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COMPETENCY LIST FOR VOCATIONAL ADMINISTRATORS IN GEORGIA

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FORWARD

Due to the rapid growth in the number of vocational education leadership personnel in Georgia, the need was recognized for a planned approach to their professional preparation and continuing development.

In response to this need, the Center For Vocational Leadership, under a grant from the State Department of Vocational Education, completed a comprehensive project, in 1983, to identify and assess the competencies needed by Georgia's Administrators.

The process used by the Center staff was to review research studies already completed in this area, and the formulation and implementation of a plan for the validation of job responsibilities and the competencies needed for each area of responsibility.

Basically, three studies were relied upon to validate the job responsibility and competency listing. They were the Ohio State Study of Competencies for Administrators, Jacob's Staffing Needs Study and an unpublished dissertaion by Walter H. Howard.

The results of the project, relating to the identified job responsibilities and the competencies needed by Georgia's administrators, are contained in this publication.

Several persons contributed to the successful completion of this project. Credit goes to Dr. John Preston, who initiated the project and, with assistance from Larry Siffierman, was responsible for reviewing the literature and for developing and validating the list of job responsibilities and competencies.

Acknowledgement is given to all of Georgia's vocational administrators who gave of their time in responding to the validation instrument.

Appreciation is also given to Dr. Harmon Fowler, Department Chairman, for his guidance and administrative assistance and to Dr. Judy Hulsey, Center Director, for preparing this publication.

COMPETENCY LIST FOR LOCAL SYSTEM DIRECTOR AND CESA COORDINATOR IN GEORGIA

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - C9

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F5

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - H8

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: I1 - I8

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: J1 - K6

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: L1 - N0

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: P1 - R0

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: S1 - S8

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - C9

COMPETENCY:

A1 - Collect and analyze workforce needs assessment data.

A2 - Direct occupational task analysis for use in curriculum development.

A3 - Direct the identification of entry-level requirements for jobs.

A4 - Involve community representatives in program planning and development.

A5 - Obtain state and federal services and resources for program development.

A6 - Utilize federal, state, and district resources in program development and operation.

A7 - Cooperate with district, county, regional, and state agencies in developing and operating programs.

A8 - Prepare annual budget plans.

A9 - Prepare and upudate long-range program plans.

B0 - Develop overall vocational program goals.

B1 - Approve courses of study.

B2 - Coordinate district curriculum efforts.

B3 - Recommend program policies to the administration and board.

B4 - Implement local board and administrative policies.

B5 - Interpret and apply state and/or federal vocational education legislation.

B6 - Interpret and apply other relevant state and federal legislation (such as JTPA).

B7 - Develop plans for evaluating instructional programs.

B8 - Direct self-evaluation of the district vocational programs.

B9 - Involve external evaluation personnel in assessing program effectiveness.

C0 - Design and select instruments for evaluating the instructional program.

C1 - Evaluate the effectiveness of the instructional program.

C2 - Analyze student and employer follow-up studies.

C3 - Recommend curriculum revisions based on evaluation data.

C4 - Assess student testing and grading procedure.

C5 - Analyze the school's and community's feelings toward educational change.

C6 - Write proposals for the funding of new programs and the improvement of existing programs.

C7 - Coordinate local demonstration, pilot, and exemplary programs.

C8 - Interpret and use research results for program development and improvement.

C9 - Develop supplemental/remedial instructional programs to meet student needs.

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

COMPETENCY:

D1 - Establish and monitor instructional program entry and completion requirements.

D2 - Design and oversee student progress reporting procedures.

D3 - Guide staff in selecting and using effective instructional strategies.

D4 - Establish and implement a curriculum design that will achieve the school's instructional goals.

D5 - Guide staff in integrating and articulating the vocational program with the total educational program.

D6 - Promote the integration of vocational student organizational activities into the instructional program.

D7 - Provide for and integrate cooperative education programs into the total curriculum.

D8 - Provide for and integrate supplemental/remedial instructional programs into the total curriculum.

D9 - Provide for and integrate special needs programs into the total curriculum.

E0 - Provide for and integrate adult/continuing education programs into the total curriculum.

E1 - Guide the articulation of secondary and postsecondary vocational program objectives.

E2 - Approve and monitor selection of instructional equipment.

E3 - Approve and monitor selection of instructional materials.

E4 - Maintain a learning resource center for students.

E5 - Utilize community resources in curriculum development.

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F5

COMPETENCY:

F1 - Oversee student recruitment activities.

F2 - Arrange for work study programs.

F3 - Oversee student guidance and testing services.

F4 - Oversee student job placement and follow-up services.

F5 - Interpret and apply student rights, laws, and regulations.

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - H8

COMPETENCY:

G1 - Communicate personnel policies.

G2 - Assess program staffing requirements.

G3 - Prepare job descriptions.

G4 - Establish staff selection and recruitment procedures.

G5 - Recruit and interview potential staff.

G6 - Recommend potential staff to the administration and board.

G7 - Interpret and implement the staff working agreement.

G8 - Establish and implement staff grievance procedures.

G9 - Counsel and advise staff on professional matters.

H0 - Provide for a staff record-keeping system.

H1 - Plan and conduct staff meetings.

H2 - Prepare bulletins and other communications designed to keep staff informed.

H3 - Observe and evaluate staff performance.

H4 - Recommend staff promotions and dismissals.

H5 - Provide guidance to the staff on legal matters affecting the school program.

H6 - Interpret and apply licensing and certification regulations.

H7 - Interpret and apply labor laws and regulations.

H8 - Interpret and apply affirmative action laws and regulations.

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: I1 - I8

COMPETENCY:

I1 - Assess staff development needs.

I2 - Provide for the communication of assessed needs to individual staff members.

I3 - Counsel with staff regarding personnel development needs and activities.

I4 - Establish and maintain a staff learning resource center.

I5 - Conduct workshops and other inservice programs for professional personnel.

I6 - Arrange for workshops and other inservice programs for professional personnel.

I7 - Provide for inservice programs for supportive personnel.

I8 - Evaluate staff development programs.

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: J1 - K6

COMPETENCY:

J1 - Maintain ethical standards expected of a professional educator.

J2 - Develop and maintain professional relationships with other administrators.

J3 - Develop and maintain professional relationships with State Department of Education personnel.

J4 - Develop and maintain relationships with personnel in professional organizations.

J5 - Participate in professional organizations.

J6 - Participate in professional meetings for self- improvement.

J7 - Promote professional image through personal appearance and conduct.

J8 - Assist with the development of state and/or federal plans for vocational education.

J9 - Prepare policy and commendation statements.

K0 - Represent teacher interests and concerns to other administrators and the board.

K1 - Develop effective interpersonal skills.

K2 - Read and use information from professional journals and other related materials for self-improvement.

K3 - Contribute to professional literature.

K4 - Apply management by objectives (MBO) techniques to personal work assignments.

K5 - Develop cooperative problem-solving and decision-making skills.

K6 - Assess personal performance as an administrator.

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: L1 - N0

COMPETENCY:

L1 - Develop a plan for promoting good public relations.

L2 - Coordinate use of occupational advisory committees.

L3 - Organize and work with a general vocational advisory council.

L4 - Develop working relationships with employers and agencies.

L5 - Prepare and recommend cooperative agreements with other agencies.

L6 - Involve community leaders (political and nonpolitical) in school programs and activities.

L7 - Participate in school organizations.

L8 - Participate in community organizations.

L9 - Promote good relationships between vocational and general education staff.

M0 - Encourage staff participation in community civic, service, and social organizations.

M1 - Promote cooperative efforts of parent and teacher groups.

M2 - Conduct conferences with individuals relative to the vocational programs.

M3 - Meet and confer with visitors.

M4 - Conduct informational programs for the public.

M5 - Make public presentations on school activities and programs.

M6 - Conduct orientation programs for students and staff.

M7 - Plan for exhibits and displays.

M8 - Develop materials to promote the vocational programs.

M9 - Write news releases for school and area media.

N0 - Obtain and analyze informal feedback about the school.

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: P1 - R0

COMPETENCY:

P1 - Assess the need for physical facilities.

P2 - Recommend specifications for facilities and equipment.

P3 - Procure equipment and furnishings.

P4 - Plan space requirements for programs.

P5 - Develop and implement an equipment and supply inventory system.

P6 - Interpret and apply health and safety laws and regulations.

P7 - Develop and implement safety programs.

P8 - Establish emergency plans (such as fire and disaster).

P9 - Develop long-range facility and equipment plans.

R0 - Prepare and submit renovation and alteration plans.

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: S1 - S8

COMPETENCY:

S1 - Prepare and recommend financial policies.

S2 - Prepare and regulate operational budgets.

S3 - Prepare and regulate program budgets.

S4 - Prepare long-range budgets based on total program requirements.

S5 - Analyze the cost of operating various instructional programs and services.

S6 - Approve requisitions and work orders.

S7 - Respond to business correspondence.

S8 - Prepare local, state, and federal reports.

COMPETENCY LIST FOR HIGH SCHOOL
SUPERVISOR IN GEORGIA

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - C6

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F8

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - I1

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: J1 - J5

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: K1 - L3

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: M1 P1

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: R1 - S14

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: T1 - T9

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - C6

COMPETENCY:

A1- Survey student and parent interest.

A2 - Direct occupational task analysis for use in curriculum development.

A3 - Direct the identification of entry-level requirements for jobs.

A4 - Involve community representatives in program planning and development.

A5 - Obtain state and federal services and resources for program development.

A6 - Utilize federal, state, and district resources in program development and operation.

A7 - Cooperate with district, county, regional, and state agencies in developing and operating programs.

A8 - Prepare annual budget plans.

A9 - Prepare and update long-range program plans.

B0 - Develop overall vocational program goals.

B1 - Approve courses of study.

B2 - Recommend program policies to the administration and board.

B3 - Implement local board and administrative policies.

B4 - Interpret and apply state and/or federal vocational education legislation.

B5 - Develop plans for evaluating instructional programs.

B6 - Develop plans for evaluating instructional programs.

B7 - Evaluate the effectiveness of the instructional program.

B8 - Initiate student and employer follow-up studies.

B9 - Analyze student and employer follow-up studies .

C0 - Recommend curriculum revisions based on evaluation data.

C1 - Assess student testing and grading procedures.

C2 - Analyze the school's and community's feelings toward educational change.

C3 - Write proposals for the funding of new programs and the improvement of existing programs.

C4 - Coordinate local demonstrations, pilot, and exemplary programs.

C5 - Interpret and use research results for program development and improvement.

C6 - Develop supplemental/remedial instructional programs to meet student needs.

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

COMPETENCY:

D1 - Establish and monitor instructional program entry and completion requirements.

D2 - Establish student rules and policies (such as attendance and discipline).

D3 - Enforce student rules and regulations.

D4 - Prepare a master schedule of course offerings.

D5 - Guide staff in selecting and using effective instructional strategies.

D6 - Establish and implement a curriculum design that will achieve the school's instructional goals.

D7 - Guide staff in integrating and articulating the vocational program with the total educational program.

D8 - Promote the integration of vocational student organizational activities into the instructional program.

D9 - Provide for and integrate cooperative education programs into the total curriculum.

E0 - Provide for and integrate supplemental/remedial instructional programs into the total curriculum.

E1 - Provide for and integrate special needs programs into the total curriculum.

E2 - Guide the articulation of secondary and postsecondary program objectives.

E3 - Approve and monitor selection of instructional equipment.

E4 - Approve and monitor selection of instructional materials.

E5 - Utilize community resources in curriculum development.

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JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F8

COMPETENCY:

F1 - Oversee student recruitment activities.

F2 - Oversee school admission services.

F3 - Arrange for work study program.

F4 - Oversee student guidance and testing services.

F5 - Oversee student job placement and follow-up services.

F6 - Provide for a student record-keeping system.

F7 - Monitor extra curricular activities.

F8 - Interpret and apply student rights, laws, and regulations.

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - I1

COMPETENCY:

G1 - Prepare and recommend personnel policies.

G2 - Communicate personnel policies.

G3 - Prepare and maintain a personnel handbook.

G4 - Assess program staffing requirements.

G5 - Prepare job descriptions.

G6 - Establish staff selection and recruitment procedures.

G7 - Recruit and interview potential staff.

G8 - Recommend potential staff to the administration and board.

G9 - Interpret and implement the staff working agreement.

H0 - Establish and implement staff grievance procedures.

H1 - Resolve staff grievances and complaints.

H2 - Counsel and advise staff on professional matters.

H3 - Schedule staff work loads.

H4 - Oversee the work of teachers and other school personnel.

H5 - Provide for a staff record-keeping system.

H6 - Plan and conduct staff meetings.

H7 - Prepare bulletins and other communications designed to keep staff informed.

H8 - Observe and evaluate staff performance.

I9 -- Recommend staff promotions and dismissals.

I0 - Provide guidance to the staff on legal matters affecting the school program.

I1 - Interpret and apply licensing and certification regulations.

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: J1 - J5

COMPETENCY:

J1 - Assess staff development needs.

J2 - Provide for the communication of assessed needs to individual staff members.

J3 - Counsel with staff regarding personnel development needs and activities.

J4 - Conduct workshops and other inservice programs for professional personnel.

J5 - Arrange for workshops and other inservice programs for professional personnel.

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: K1 - L3

COMPETENCY:

K1 - Maintain ethical standards expected of a professional educator.

K2 - Develop and maintain professional relationships with other administrators.

K3 - Develop and maintain professional relationships with State Department of Education personnel.

K4 - Develop and maintain relationships with personnel in professional organizations.

K5 - Participate in professional organizations.

K6 - Participate in professional meetings for self-improvement.

K7 - Promote professional image through personal appearance and conduct.

K8 - Assist with the development of state and/or federal plans for vocational education.

K9 - Represent teacher interests and concerns to other administrators and the board.

L0 - Develop effective interpersonal skills.

L1 - Read and use information from professional journals and related materials for self-improvement.

L2 - Develop cooperative problem-solving and decision-making skills.

L3 - Assess personal performance as an administrator.

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: M1 - P1

COMPETENCY:

M1 - Develop a plan for promoting good public relations.

M2 - Prepare and recommend public relations and communications policies.

M3 - Coordinate use of occupational advisory committees.

M4 - Organize and work with a general vocational advisory council.

M5 - Develop working relationships with employers and agencies.

M6 - Involve community leaders (political and nonpolitical) in school programs and activities.

M7 - Participate in school organizations.

M8 - Participate in community organizations.

M9 - Promote good relationships between vocational and general education staff.

N0 - Encourage staff participation in community civic, service, and social organizations.

N1 - Conduct conferences with individuals relative to the vocational programs.

N2 - Meet and confer with visitors.

N3 - Conduct informational programs for the public.

N4 - Make public presentations on school activities and programs.

N5 - Conduct orientation programs for students and staff.

N6 - Conduct recognition programs for students, staff, and community supporters.

N7 - Plan for exhibits and displays.

N8 - Develop materials to promote the vocational programs.

N9 - Write news releases for school and area media.

P0 - Obtain and analyze informal feedback about the school.

P1 - Evaluate the public relations program.

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: R1 - S4

COMPETENCY:

R1 - Assess the need for physical facilities.

R2 - Recommend specifications for facilities and equipment.

R3 - Procure equipment and furnishings.

R4 - Plan space requirements for programs.

R5 - Assign space according to priority needs.

R6 - Develop and implement an equipment and supply inventory system.

R7 - Establish preventive maintenance program for equipment, facilities, and grounds.

R8 - Interpret and apply health and safety laws and regulations.

R9 - Develop and implement safety programs.

S0 - Establish emergency plans (such as fire and disaster).

S1 - Establish and oversee a security program.

S2 - Schedule and oversee community's use of facilities.

S3 - Develop long-range facility and equipment plans.

S4 - Prepare and submit renovation and alteration plans.

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: T1 - T9

COMPETENCY:

T1 - Prepare and recommend financial policies.

T2 - Establish purchasing and payment procedures.

T3 - Prepare and regulate operational budgets.

T4 - Prepare and regulate program budgets.

T5 - Analyze the cost of operating various instructional programs and services.

T6 - Approve all major expenditures.

T7 - Approve requisitions and work orders.

T8 - Respond to business correspondence.

T9 - Prepare local, state, and federal reports.

COMPETENCY LIST FOR POSTSECONDARY
AREA SCHOOL DIRECTOR IN GEORGIA

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - D1

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: E1 - F8

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: G1 - G9

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: H1 - J6

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: K1 - L1

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: M1 - N6

JOB RESPONSIBILITY: SCHOOL-COMMUNITY RELATIONS
COMPETENCY NUMBERS: P1 - S4

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: T1 - V0

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: W1 - X5

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - D1

COMPETENCY:

A1 -- Survey student and parent interest.

A2 -- Collect and analyze workforce needs assessment data.

A3 -- Direct occupational task analysis for use in curriculum development

A4 -- Direct the identification of entry-level requirements for jobs.

A5 -- Involve community representatives in program planning and development.

A6 -- Obtain state and federal services and resources for program development.

A7 -- Utilize federal, state, and district resources in program development and operation.

A8 -- Cooperate with district, county, regional, and state agencies in developing and operating programs.

A9 -- Prepare annual budget plans.

B5 -- Prepare and update long-range program plans.

B1 -- Develop overall vocational program goals.

B2 -- Approve courses of study.

B3 -- Coordinate district curriculum development efforts.

B4 - Establish school admission and graduation requirements.

B5 - Recommend program policies to the administration and board.

B6 - Implement local board and administrative policies.

B7 - Interpret and apply state and/or federal vocational education legislation.

B8 - Interpret and apply other relevant state and federal legislation (such as JTPA).

B9 - Develop plans for evaluating instructional programs.

C0 - Involve external evaluation personnel in assessing program effectiveness.

C1 - Design and select instruments for evaluating the instructional program.

C2 - Evaluate the effectiveness of the instructional program.

C3 - Initiate student and employer follow-up studies.

C4 - Analyze student and employer follow-up studies.

C5 - Recommend curriculum revisions based on evaluation data.

C6 - Assess student testing and grading procedures.

C7 - Analyze the school's and community's feelings toward educational change.

C8 - Write proposals for the funding of new programs and the improvement of existing programs.

C9 - Coordinate local demonstration, pilot, and exemplary programs.

D0 - Interpret and use research results for program development and improvement.

D1 - Develop supplemental/remedial instructional programs to meet student needs.

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: E1 - F8

COMPETENCY:

E1 - Establish and monitor instructional program entry and completion requirements.

E2 - Establish student rules and policies (such as attendance and discipline).

E3 - Enforce student rules and policies.

E4 - Design and oversee student progress reporting procedures.

E5 - Prepare a master schedule of course offerings.

E6 - Guide staff in selecting and using effective instructional strategies.

E7 - Establish and implement a curriculum design that will achieve the school's instructional goals.

E8 - Guide staff in integrating and articulating the vocational program with the total educational program.

E9 - Promote the integration of vocational student organization activities into the instructional program.

F0 - Provide for and integrate cooperative education programs into the total curriculum.

F1 - Provide for and integrate supplemental/remedial instructional programs into the total curriculum.

F2 - Provide for and integrate special needs programs into the total curriculum.

F3 - Provide for and integrate adult/continuing education programs into the total curriculum.

F4 - Guide the articulation of secondary and postsecondary vocational program objectives.

F5 - Approve and monitor selection of instructional equipment.

F6 - Approve and monitor selection of instructional materials.

F7 - Maintain a learning resource center for students.

F8 - Utilize community resources in curriculum development.

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: G1 - G9

COMPETENCY:

G1 - Oversee student recruitment activities.

G2 - Oversee school admission services.

G3 - Arrange for work study programs.

G4 - Oversee student guidance and testing services.

G5 - Oversee student job placement and follow-up services.

G6 - Provide for a student record-keeping system.

G7 - Monitor extra curricular activities.

G8 - Arrange for and monitor student financial aid programs.

G9 - Interpret and apply student rights, laws, and regulations.

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: H1 - J6

COMPETENCY:

H1 - Prepare and recommend personnel policies.

H2 - Communicate personnel policies.

H3 - Prepare and maintain a personnel handbook.

H4 - Assess program staffing requirements.

H5 - Prepare job descriptions.

H6 - Establish staff selection and recruitment procedures.

H7 - Recruit and interview potential staff.

H8 - Recommend potential staff to the administration and board.

H9 - Participate in negotiating staff working agreements.

I0 - Interpret and implement the staff working agreement.

I1 - Establish and implement staff grievance procedures.

I2 - Resolve staff grievances and complaints.

I3 - Interpret the staff benefits program.

I4 - Counsel and advise staff on professional matters.

I5 - Schedule staff work loads.

I6 - Schedule staff leaves, vacations, and sabbaticals.

I7 - Oversee the work of teachers and other school personnel.

I8 - Provide for a staff record-keeping system.

I9 - Plan and conduct staff meetings.

J0 - Prepare bulletins and other communications designed to keep staff informed.

J1 - Observe and evaluate staff performance.

J2 - Recommend staff promotions and dismissals.

J3 - Provide guidance to the staff on legal matters affecting the school program.

J4 - Interpret and apply licensing and certification regulations.

J5 - Interpret and apply labor laws and regulations.

J6 - Interpret and apply affirmative action laws and regulations.

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: K1 - L1

COMPETENCY:

K1 - Assess staff development needs.

K2 - Provide for the communication of assessed needs to individual staff members.

K3 - Assist in the preparation of individual staff profiles.

K4 - Counsel with staff regarding personnel development needs and activities.

K5 - Establish and maintain a staff learning resource center.

K6 - Conduct workshops and other inservice programs for professional personnel.

K7 - Arrange workshops and other inservice programs for professional personnel.

K8 - Provide for inservice programs for supportive personnel.

K9 - Provide for and monitor preservice programs for professional personnel.

L0 - Arrange for staff exchange with business and industry.

L1 - Evaluate staff development programs.

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: M1 - N6

COMPETENCY:

M1 - Maintain ethical standards expected of a professional educator.

M2 - Develop and maintain professional relationships with other administrators.

M3 - Develop and maintain professional relationships with State Department of Education personnel.

M4 - Develop and maintain relationships with personnel in professional organizations.

M5 - Participate in professional organizations.

M6 - Participate in professional meetings for self-improvement.

M7 - Promote professional image through personal appearance and conduct.

M8 - Assist with the development of state and/or federal plans for vocational education.

M9 - Participate in the development of vocational education legislation.

N0 - Prepare policy and commendation statements.

N1 - Represent teacher interests and concerns to other administrators and the board.

N2 - Develop effective interpersonal skills.

N3 - Read and use information from professional journals and related materials for self-improvement.

N4 - Apply management by objectives (MBO) techniques to personal work assignments.

N5 - Develop cooperative problem-solving and decision-making skills.

N6 - Assess personal performance as an administrator.

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: P1 - S4

COMPETENCY:

P1 - Develop a plan for promoting good public relations.

P2 - Prepare and recommend public relations and communications policies.

P3 - Coordinate use of occupational advisory committees.

P4 - Organize and work with a general vocational advisory council.

P5 - Develop working relatinships with employers and agencies.

P6 - Prepare and recommend cooperative agreements with other agencies.

P7 - Involve community leaders (political and non-political) in school programs and activities.

P8 - Participate in school organizations.

P9 - Participate in community organizations.

R0 - Promote good relationships between vocational and general education staff.

R1 - Encourage staff participation in community civic, service, and social organizations.

R2 - Conduct conferences with individuals relative to the vocational programs.

R3 - Meet and confer with visitors.

R4 - Conduct informational programs for the public.

R5 - Make public presentations on school activities and programs.

R6 - Conduct public hearings and meetings on school issues.

R7 - Conduct orientation programs for students and staff.

R8 - Conduct recognition programs for students, staff, and community supporters.

R9 - Plan for exhibits and displays.

S0 - Develop materials to promote the vocational programs.

S1 - Write news releases for school and area media.

S2 - Obtain and analyze informal feedback about the school.

S3 - Evaluate the public relations program.

S4 - Interpret and apply public "right-to-know" laws and regulations.

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: T1 - V0

COMPETENCY:

T1 - Assess the need for physical facilities.

T2 - Conduct land and facility feasibility studies and recommend alternatives.

T3 - Recommend specifications for facilities and equipment.

T4 - Recommend building sites.

T5 - Recommend the selection of an architect.

T6 - Oversee architectural planning.

T7 - Analyze building and equipment contract bids.

T8 - Recommend acceptance of new building.

T9 - Procure equipment and furnishings.

U0 - Plan space requirements for programs.

U1 - Assign space according to priority needs.

U2 - Develop and implement an equipment and supply inventory system.

U3 - Establish preventive maintenance program for equipment, facilities, and grounds.

U4 - Interpret and apply health and safety laws and regulations.

U5 - Develop and implement safety programs.

U6 - Establish emergency plans (such as fire and disaster).

U7 - Establish and oversee a security program.

U8 - Schedule and oversee community's use of facilities.

U9 - Develop long-range facility and equipment plans.

V0 - Prepare and submit renovation and alteration plans.

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: W1 - X5

COMPETENCY:

W1 - Prepare and recommend financial policies.

W2 - Establish purchasing and payment procedures.

W3 - Establish shipping and receiving procedures.

W4 - Prepare and regulate operational budgets.

W5 - Prepare and regulate program budgets.

W6 - Prepare and regulate capital improvement budgets.

W7 - Prepare long-range budgets based on total program requirements.

W8 - Adopt an appropriate financial accounting system.

W9 - Analyze the cost of operating various instructional programs and services.

X0 - Locate and procure sources of funds for program development and operation.

X1 - Approve all major expenditures.

X2 - Approve work orders and requisitions.

X3 - Determine and obtain appropriate insurance coverage.

X4 - Respond to business correspondence.

X5 - Prepare local, state, and federal reports.

COMPETENCY LIST FOR POSTSECONDARY
ADULT COORDINATOR IN GEORGIA

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT AND EVALUATION
COMPETENCY NUMBERS: A1 - C3

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F4

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - I6

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: J1 - J8

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: K1 - L3

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: M1 - P5

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: R1 - R6

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: S1 - S5

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT AND EVALUATION
COMPETENCY NUMBERS: A1 - C3

COMPETENCY:

A1 - Survey student and parent interest.

A2 - Collect and analyze workforce needs assessment data.

A3 - Direct occupational task analysis for use in curriculum development.

A4 - Direct the identification of entry-level requirements for jobs.

A5 - Involve community representatives in program planning and development.

A6 - Obtain state and federal services and resources for program development.

A7 - Utilize federal, state and district resources in program development and operation.

A8 - Cooperate with district, county, regional, and state agencies in developing and operating programs.

A9 - Prepare annual budget plans.

A10 - Prepare and update long-range program plans.

B1 - Develop overall vocational program goals.

B2 - Approve courses of study.

B3 - Recommend program policies to the administration and board.

B4 - Implement local board and administrative policies.

B5 - Interpret and apply state and/or federal vocational education legislation.

B6 - Interpret and apply other relevant state and federal legislation (such as JTPA).

B7 - Develop plans for evaluating instructioinal programs.

B8 - Involve external evaluation personnel in assessing program effectiveness.

B9 - Design and select instruments for evaluating the instructional program.

C0 - Evaluate the effectiveness of the instructional program.

C1 - Recommend curriculuim revisions based on evaluation data.

C2 - Assess student testing and grading procedures.

C3 - Interpret and use research results for program development and improvement.

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

COMPETENCY:

D1 - Establish and monitor instructional program entry and completion requirements.

D2 - Establish student rules and policies (such as attendance and discipline).

D3 - Enforce student rules and policies.

D4 - Design and oversee student progress reporting procedures.

D5 - Prepare a master schedule of course offerings.

D6 - Guide staff in selecting and using effective instructional strategies.

D7 - Establish and implement a curriculum design that will achieve the school's goals.

D8 - Guide staff in integrating and articulating the program with the total educational program.

D9 - Provide for and integrate supplemental/remedial programs into the total curriculum.

E0 - Provide for and integrate special needs programs into the total curriculum.

E1 - Provide for and integrate adult/continuing educational programs into the total curriculum.

E2 - Approve and monitor selection of instructional equipment.

E3 - Approve and monitor selection of instructional materials.

E4 - Maintain a learning resource center for students.

E5 - Utilize community resources in curriculum development.

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F4

COMPETENCY:

F1 - Oversee student recruitment activities.

F2 -- Oversee school admission services.

F3 - Provide for a student record-keeping system.

F4 - Interpret and apply student rights, laws, and regulations.

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - I6

COMPETENCY:

G1 - Prepare and recommend personnel policies.

G2 - Communicate personnel policies.

G3 - Prepare and maintain a personnel handbook.

G4 - Assess program staffing requirements.

G5 - Prepare job descriptions.

G6 - Establish staff selection and recruitment procedures.

G7 - Recruit and interview potential staff.

G8 - Recommend potential staff to the administration and board.

G9 - Participate in negotiating staff working agreements.

110 - Interpret and implement staff working agreements.

111 - Establish and implement staff grievance procedures.

112 - Resolve staff grievances and complaints.

113 - Interpret the staff benefits program.

114 - Counsel and advise staff on professional matters.

115 - Schedule staff work loads.

116 - Schedule staff leaves, vacations, and sabbaticals.

117 - Oversee the work of teachers and other school personnel.

118 - Provide for a staff record-keeping system.

119 - Plan and conduct staff meetings.

120 - Prepare bulletins and other communications designed to keep staff informed.

121 - Observe and evaluate staff performance.

122 - Recommend staff promotions and dismissals.

123 - Provide guidance to the staff on legal matters affecting the school program.

124 - Interpret and apply licensing and certification regulations.

125 - Interpret and apply labor laws and regulations.

126 - Interpret and apply affirmative action laws and regulations.

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: J1 - J8

COMPETENCY:

J1 - Assess staff development needs.

J2 - Provide for the communication of assessed needs to individual staff members.

J3 - Assist in the preparation of individual staff profiles.

J4 - Counsel with staff regarding personnel development needs and activities.

J5 - Establish and maintain a staff learning resource center.

J6 - Conduct workshops and other inservice programs for professional personnel.

J7 - Arrange for workshops and other inservice programs for professional personnel.

J8 - Provide for and monitor preservice programs for professional personnel.

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: K1 - L3

COMPETENCY:

K1 - Maintain ethical standards expected of a professional educator.

K2 - Develop and maintain professional relationships with other administrators.

K3 - Develop and maintain professional relationships with State Department of Education personnel.

K4 - Develop and maintain relationships with personnel in professional organizations.

K5 - Participate in professional organizations.

K6 - Participate in professional meetings for self-improvement.

K7 - Promote professional image through personal appearance and conduct.

K8 - Represent teacher interests and concerns to other administrators and the board.

K9 - Develop effective interpersonal skills.

L0 - Read and use information from professional journals and related materials for self-improvement.

L1 - Apply management by objectives (MBO) techniques to personal work assignments.

L2 - Develop cooperative problem-solving and decision-making skills.

L3 - Assess personal performance as an administrator.

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: M1 - P5

COMPETENCY:

M1 - Develop a plan for promoting good public relations.

M2 - Prepare and recommend public relations and communications policies.

M3 - Coordinate use of occupational advisory committees.

M4 - Organize and work with a general vocational advisory council.

M5 - Develop working relationships with employers and agencies.

M6 - Prepare and recommend cooperative agreements with other agencies.

M7 - Involve community leaders (political and nonpolitical) in school activities.

M8 - Participate in school organizations.

M9 - Participate in community organizations.

N0 - Promote good relationships between vocational and general education staff.

N1 - Encourage staff participation in community civic, service, and social organizations.

N2 - Promote cooperative efforts of parent and teacher groups.

N3 - Conduct conferences with individuals relative to the vocational programs.

N4 - Meet and confer with visitors.

N5 - Conduct informatinal programs for the public.

N6 - Make public presentations on school activities and programs.

N7 - Conduct public hearing and meetings on school issues.

N8 - Conduct orientation programs for students and staff.

N9 - Conduct recognition programs for students, staff, and community supporters.

P0 - Plan for exhibits and displays.

P1 - Develop materials to promote the vocational programs.

P2 - Write news releases for school and area media.

P3 - Obtain and analyze informal feedback about the school.

P4 - Evaluate the public relations program.

P5 - Interpret and apply public "right to know" laws and regulations.

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: R1 - R6

COMPETENCY:

R1 - Procure equipment and furnishings.

R2 - Interpret and apply health and safety laws and regulations.

R3 - Develop and implement safety laws and regulations.

R4 - Establish emergency plans (such as fire and disaster).

R5 - Schedule and oversee community's use of facilities.

R6 - Develop long-range facility and equipment plans.

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: S1 - S5

COMPETENCY:

S1 - Prepare and regulate program budgets.

S2 - Analyze the cost of operating various instructional programs and services.

S3 - Approve requisitions and work orders.

S4 - Respond to business correspondence.

S5 - Prepare local, state, and federal reports.

COMPETENCY LIST FOR POSTSECONDARY
INSTRUCTIONAL COORDINATOR IN GEORGIA

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - C1

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F3

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - I2

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: J1 - J6

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: K1 - L2

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: M1 - N0

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: P1 - P5

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: R1 - S2

JOB RESPONSIBILITY: PROGRAM PLANNING, DEVELOPMENT, AND EVALUATION
COMPETENCY NUMBERS: A1 - C1

COMPETENCY:

A1 - Collect and analyze workforce needs assessment data.

A2 - Involve community representatives in program planning and development.

A3 - Obtain state and federal services and resources for program development.

A4 - Utilize federal, state, and district resources in program development and operation.

A5 - Cooperate with district, county, regional, and state agencies in development and operations.

A6 - Prepare annual budget plans.

A7 - Prepare and update long-range program plans.

A8 - Develop overall vocational program goals.

A9 - Approve courses of study.

B0 - Coordinate district curriculum development efforts.

B1 - Recommend program policies to the administration and board.

B2 - Implement local board and administrative policies.

B3 - Interpret and apply state and/or federal vocational education legislation.

B4 - Interpret and apply other relevant state and federal legislation (such as JTPA).

B5 - Develop plans for evaluating instructional programs.

B6 - Direct self-evaluation of the district vocational programs.

B7 - Design and select instruments for evaluating the instructional program.

B8 - Evaluate the effectiveness of the instructional program.

B9 - Analyze student and employer follow-up studies.

C0 - Recommend curriculum revisions based on evaluation data.

C1 - Develop supplemental/remedial instructional programs to meet student needs.

JOB RESPONSIBILITY: INSTRUCTIONAL MANAGEMENT
COMPETENCY NUMBERS: D1 - E5

COMPETENCY:

D1 - Establish and monitor instructional program entry and completion requirements.

D2 - Establish student rules and policies.

D3 - Enforce student rules and policies.

D4 - Prepare a master schedule of course offerings.

D5 - Guide staff in selecting and using effective instructional strategies.

D6 - Establish and implement a curriculum design that will achieve the school's instructional goals.

D7 - Guide staff in integrating and articulating the vocational program with the total educational program.

D8 - Promote the integration of vocational student organizational activities into the instructional program.

D9 - Provide for and integrate cooperative education programs into the total curriculum.

E0 - Provide for and integrate supplemental/remedial instructional programs into the total curriculum.

E1 - Provide for and integrate special needs programs into the total curriculum.

E2 - Approve and monitor selection of instructional equipment.

E3 - Approve and monitor selection of instructional materials.

E4 - Maintain a learning resource center for students.

E5 - Utilize community resources in curriculum development.

JOB RESPONSIBILITY: STUDENT SERVICES
COMPETENCY NUMBERS: F1 - F3

COMPETENCY:

F1 - Oversee student recruitment activities.

F2 - Monitor extra curricular activities.

F3 - Interpret and apply student rights, laws, and regulations.

JOB RESPONSIBILITY: PERSONNEL MANAGEMENT
COMPETENCY NUMBERS: G1 - I2

COMPETENCY:

G1 - Prepare and recommend personnel policies.

G2 - Communicate personnel policies.

G3 - Prepare and maintain a personnel handbook.

G4 - Assess program staffing requirements.

G5 - Prepare job descriptions.

G6 - Establish staff selection and recruitment procedures.

G7 - Recruit and interview potential staff.

G8 - Recommend potential staff to the administration and board.

G9 - Participate in negotiating staff working agreements.

H0 - Interpret and implement the staff working agreement.

H1 - Establish and implement staff grievance procedures.

H2 - Resolve staff grievances and complaints.

H3 - Counsel and advise staff on professional matters.

H4 - Schedule staff work loads.

H5 - Schedule staff leaves, vacations, and sabbaticals.

H6 - Oversee the work of teachers and other school personnel.

H7 - Plan and conduct staff meetings.

H8 - Prepare bulletins and other communications designed to keep staff informed.

H9 - Observe and evaluate staff performance.

I0 - Recommend staff promotions and dismissals.

I1 - Provide guidance to the staff on legal matters affecting the school program.

I2 - Interpret and apply licensing and certification regulations.

JOB RESPONSIBILITY: STAFF DEVELOPMENT
COMPETENCY NUMBERS: J1 - J6

COMPETENCY:

J1 - Assess staff development needs.

J2 - Provide for the communication of assessed needs to individual members.

J3 - Counsel with staff regarding personnel development needs and activities.

J4 - Provide for and monitor preservice programs for professional personnel.

J5 - Arrange for staff exchanges with business and industry.

J6 - Evaluate staff development programs.

JOB RESPONSIBILITY: PROFESSIONAL RELATIONS AND SELF-DEVELOPMENT
COMPETENCY NUMBERS: K1 - L2

COMPETENCY:

K1 - Maintain ethical standards expected of a professional educator.

K2 - Develop and maintain professional relationships with other administrators.

K3 - Develop and maintain professional relationships with State Department of Education personnel.

K4 - Develop and maintain relationships with personnel in professional organizations.

K5 - Participate in professional organizations.

K6 - Participate in professional meetings for self-improvement.

K7 - Promote professional image through personal appearance and conduct.

K8 - Assist with the development of state and/or federal plans for vocational education.

K9 - Represent teacher interests and concerns to other administrators and the board.

L0 -- Develop effective interpersonal skills.

L1 - Read and use information from professional journals and related materials for self-improvement.

L2 - Develop cooperative problem-solving and decision-making skills.

JOB RESPONSIBILITY: SCHOOL - COMMUNITY RELATIONS
COMPETENCY NUMBERS: M1 - N0

COMPETENCY:

M1 - Organize and work with a general vocational advisory council.

M2 - Develop working relationships with employers and agencies.

M3 - Involve community leaders (political and non-political) in school programs and activities.

M4 - Participate in school organizations.

M5 - Participate in community organizations.

M6 - Promote good relationships between vocational and general education staff.

M7 - Encourage staff participation in community civic, service, and social organizations.

M8 - Make public presentations on school activities and programs.

M9 - Conduct orientation programs for students and staff.

N0 - Obtain and analyze informal feedback about the school.

JOB RESPONSIBILITY: FACILITIES AND EQUIPMENT MANAGEMENT
COMPETENCY NUMBERS: P1 - P5

COMPETENCY:

P1 - Develop and implement an equipment and supply inventory system.

P2 - Interpret and apply health and safety laws and regulations.

P3 - Develop and implement safety programs.

P4 - Establish emergency plans (such as fire and disaster).

P5 - Establish and oversee a security program.

JOB RESPONSIBILITY: BUSINESS AND FINANCIAL MANAGEMENT
COMPETENCY NUMBERS: R1 - S2

COMPETENCY:

R1 - Prepare and recommend financial policies.

R2 - Establish purchasing and payment procedures.

R3 - Establish shipping and receiving procedures.

R4 - Prepare and regulate operational budgets.

R5 - Prepare and regulate program budgets.

R6 - Prepare and regulate capital improvement budgets.

R7 - Prepare long-range budgets based on total program requirements.

R8 - Adopt an appropriate financial accounting system.

R9 - Analyze the cost of operating various instructional programs and services.

S0 - Approve requisitions and work orders.

S1 - Respond to business correspondence.

S2 - Prepare local, state, and federal reports.